

Memorial Health Center, Inc  
135 South Gibson Street  
Medford, WI 54451  
(715) 748-8100

Type: 15  
Control: Other Not for Profit  
Fiscal Year: 03/01/01 to 02/28/02

County: Taylor  
Analysis Area: North Central (6)  
Volume Group: 3

Selected Utilization Statistics	FY 2002	All GMS Hospitals		Analysis Area 6		Volume Group 3		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Occupancy Rate (%)									
Adult medical-surgical	14.8%	57.4%	0.26	62.1%	0.24	33.3%	0.45	16.4%	0.90
Obstetrics	16.2%	39.6%	0.41	42.4%	0.38	20.6%	0.79	17.6%	0.92
Pediatrics	18.2%	48.0%	0.38	53.9%	0.34	13.4%	1.36	9.5%	1.93
Total hospital	15.7%	55.9%	0.28	64.4%	0.24	31.9%	0.49	16.8%	0.94
Average Census (Patients)									
Adult medical-surgical	5.5	30.4	0.18	30.1	0.18	7.7	0.71	6.1	0.90
Obstetrics	1.1	3.9	0.29	3.0	0.38	0.9	1.29	1.2	0.92
Pediatrics	0.4	1.8	0.20	1.4	0.27	0.1	3.43	0.2	1.93
Total hospital	7.7	55.4	0.14	51.9	0.15	10.4	0.74	8.2	0.94
Average Length of Stay (Days)									
Adult medical-surgical	3.5	3.9	0.88	3.9	0.90	3.3	1.06	3.3	1.06
Obstetrics	2.3	2.4	0.97	2.5	0.94	2.2	1.03	2.5	0.93
Pediatrics	1.9	2.4	0.79	3.0	0.65	1.9	1.01	2.7	0.73
Total hospital	2.7	4.3	0.62	3.9	0.70	3.0	0.89	2.7	1.01
Surgical Operations									
Inpatient	153	1,424	0.11	1,480	0.10	218	0.70	198	0.77
Outpatient	838	3,187	0.26	1,841	0.46	963	0.87	824	1.02
Inpatient as % of all surgeries	15.4%	30.9%	0.50	44.6%	0.35	18.5%	0.84	19.4%	0.80
Outpatient Visits									
Non-emergency visits	33,678	75,046	0.45	49,906	0.67	24,411	1.38	33,276	1.01
Emergency visits	6,225	14,086	0.44	11,727	0.53	5,581	1.12	6,298	0.99
Full-time Equivalents (FTEs)									
Administrators	8.5	14.8	0.57	12.2	0.70	5.1	1.65	6.2	1.36
Nurses, licensed	38.7	160.1	0.24	135.1	0.29	40.3	0.96	38.4	1.01
Ancillary nursing personnel	22.9	54.3	0.42	67.3	0.34	13.8	1.66	21.2	1.08
All other personnel	87.9	384.2	0.23	331.8	0.26	94.8	0.93	97.4	0.90
Total FTEs	158.0	613.5	0.26	546.4	0.29	154.0	1.03	163.1	0.97
FTEs per 100 Patient Census (Adjusted)									
Administrators	34.7	14.6	2.37	13.5	2.57	20.5	1.69	27.1	1.28
Nurses, licensed	159.0	157.9	1.01	150.3	1.06	161.4	0.98	167.5	0.95
Ancillary nursing personnel	94.2	53.6	1.76	74.8	1.26	55.4	1.70	92.4	1.02
All other personnel	361.2	378.9	0.95	369.1	0.98	380.1	0.95	425.3	0.85
Total FTEs	649.0	605.0	1.07	607.8	1.07	617.4	1.05	712.3	0.91

Total Hospital:		Contract with:		Medicare-certified Swing Beds:		Newborn Nursery:	
Beds set up and staffed	49	Health maintenance		Beds set up and staffed	12	Bassinets	7
Discharges	1,200	organization (HMO)	Yes	Discharges	64	Total births	167
Inpatient days	2,812	Preferred Provider		Inpatient days	1,099	Newborn days	363
		organization (PPO)	Yes				

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Inpatient Service Area

Inpatient Service Area	Level of Service*	Beds Set Up and Staffed 02/28/02	Discharges and Transfers**	Patient Days of Care	Occupancy Rate (%)	Average Census (Patients)	Average Length of Stay (Days)
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General Medical-Surgical:							
Adult medical-surgical, acute	1	37	577	2,002	14.8%	5.5	3.5
Orthopedic	4	0	0	0	. %	0.0	.
Rehab. and physical medicine	2	0	0	0	. %	0.0	.
Hospice	4	0	0	0	. %	0.0	.
Acute long term care	2	0	0	0	. %	0.0	.
Other acute	5	0	0	0	. %	0.0	.
Pediatric, acute	1	2	69	133	18.2%	0.4	1.9
Obstetrics	1	7	179	415	16.2%	1.1	2.3
Psychiatric	5	0	0	0	. %	0.0	.
Alcoholism/chemical dependency	5	0	0	0	. %	0.0	.
ICU/CCU:							
Medical-surgical intensive care	2	0	0	0	. %	0.0	.
Cardiac intensive care	2	0	0	0	. %	0.0	.
Pediatric intensive care	5	0	0	0	. %	0.0	.
Burn care	5	0	0	0	. %	0.0	.
Mixed intensive care	1	3	220	262	23.9%	0.7	1.2
Step-down (special care)	5	0	0	0	. %	0.0	.
Neonatal intensive/intermediate care	5	0	0	0	. %	0.0	.
Other intensive care	5	0	0	0	. %	0.0	.
Subacute care	5	0	0	0	. %	0.0	.
Other inpatient	5	0	0	0	. %	0.0	.
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Note: data should be used only in rows; do not summarize columns.

\* 1=Provided-Distinct Unit, 2=Provided-Not Distinct Unit, 3=Available in Network, 4=Contracted, 5=Service Not Provided.

\*\* Transfers, which may be estimated, refer only to those between units.

Occupation	Number Full-Time	Number Part-Time	Number FTE	Occupation	Number Full-Time	Number Part-Time	Number FTE
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Administrators/asst. administrators	1	10	8.5	Radiological services personnel	7	1	7.2
Physicians and dentists	3	0	3.0	Occupational therapists	0	0	0.0
Medical and dental residents	0	0	0.0	Occupational therapy assistants/aides	1	2	2.6
Registered nurses	31	11	37.5	Physical therapists	5	1	5.8
Certified nurse midwives	0	0	0.0	Physical therapy assistants/aides	2	1	2.4
Licensed practical nurses	0	0	0.0	Recreational therapists	0	0	0.0
Ancillary nursing personnel	13	17	22.9	Psychologists	0	0	0.0
Physician assistants	0	0	0.0	Social workers	0	2	0.7
Nurse Practitioners	0	2	1.3	All other health professionals	8	3	9.1
Medical records personnel	6	3	8.4	All other personnel	8	61	36.8
Pharmacy personnel	4	2	5.3	-----			
Clinical laboratory personnel	5	4	6.8	TOTAL	94	120	158.0

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Income Statement		Assets		Liabilities and Fund Balances	
Gross patient revenue	\$18,109,171	Cash and cash equivalents	\$1,419,118	Current liabilities	\$2,704,622
Less deductions	4,469,662	Net Patient receivables	3,284,479	Long-term debt	6,736,025
Net patient revenue	13,639,509	Other receivables	71,789	Other liabilities	0
Plus other revenue	404,425	Land, bldgs and equip: Net	8,982,559	Subtotal	9,440,647
Total revenue	14,043,934	Other assets	8,905,952		
Less expenses	13,568,755			Unrestricted fund balance	13,223,250
Nonoperating gains/losses	219,256	Total Assets	\$22,663,897	Total liabilities & fund balance	\$22,663,897
Net Income	\$694,435			Restricted fund balances	\$0

Selected Financial Statistics	FY 2002	All GMS Hospitals		Analysis Area 6		Volume Group 1		FY 2002 vs. 2001	
		Value	Ratio	Value	Ratio	Value	Ratio	FY 2001	Ratio
Gross Rev as % Total Gross Patient Revenue									
Medicare [ \$7,488,899]	41.4%	41.7%	0.99	48.8%	0.85	41.1%	1.01	42.7%	0.97
Medical Assistance [ \$1,228,919]	6.8%	9.0%	0.75	8.0%	0.85	8.2%	0.83	7.0%	0.97
Commercial [ \$8,549,936]	47.2%	43.2%	1.09	38.8%	1.22	45.2%	1.04	45.5%	1.04
All other [ \$841,417]	4.6%	6.1%	0.76	4.4%	1.05	5.5%	0.85	4.8%	0.96
Deductions as % of Total Gross Patient Revenue									
Medicare [ \$2,764,882]	15.3%	23.7%	0.64	24.1%	0.63	20.7%	0.74	17.0%	0.90
Medical Assistance [ \$849,416]	4.7%	6.0%	0.79	5.0%	0.94	4.6%	1.01	5.3%	0.89
Commercial [ \$816,589]	4.5%	9.4%	0.48	3.5%	1.29	7.3%	0.62	2.2%	2.08
Charity care [ \$15,486]	0.1%	1.2%	0.07	1.5%	0.06	0.7%	0.12	0.1%	1.09
All other [ \$23,289]	0.1%	1.4%	0.09	0.3%	0.42	0.5%	0.24	0.7%	0.19
Total deductions [ \$4,469,662]	24.7%	41.7%	0.59	34.4%	0.72	33.8%	0.73	25.2%	0.98
Other Revenue and Net Gains or Losses									
Other revenue as % of total revenue	2.9%	5.1%	0.57	4.0%	0.73	4.2%	0.69	3.5%	0.83
Net gains/losses as % of net income	31.6%	5.3%	5.96	-16.9%	-1.9	3.5%	8.90	70.7%	0.45
Expenses as % of Total Expenses									
Salary/fringe benefit[ \$8,483,707]	62.5%	47.8%	1.31	49.2%	1.27	51.3%	1.22	53.2%	1.17
Supplies and services[ \$3,724,207]	27.4%	40.5%	0.68	38.8%	0.71	35.9%	0.77	36.0%	0.76
Capital component [ \$1,063,568]	7.8%	8.7%	0.90	9.6%	0.82	9.2%	0.85	8.9%	0.88
Bad debt [ \$297,273]	2.2%	3.0%	0.73	2.4%	0.90	3.6%	0.60	1.9%	1.18
Fiscal Statistics									
Operating margin	3.4%	6.1%	0.56	6.4%	0.53	7.1%	0.48	3.7%	0.92
Total hospital profit margin	4.9%	6.4%	0.76	5.5%	0.88	7.4%	0.66	11.5%	0.42
Return on equity	5.3%	10.0%	0.52	8.0%	0.66	9.9%	0.53	14.4%	0.37
Current ratio	2.0	2.5	0.80	1.9	1.06	3.8	0.53	1.5	1.36
Days in net patient accounts receivable	87.9	57.8	1.52	56.4	1.56	62.9	1.40	.	.
Average payment period	78.3	52.6	1.49	62.2	1.26	51.0	1.53	61.5	1.27
Equity financing	58.3%	56.2%	1.04	59.1%	0.99	55.6%	1.05	59.1%	0.99
Long-term debt to equity ratio	0.5	0.5	1.07	0.5	1.09	0.6	0.89	0.5	0.97
Times interest earned	7.6	5.0	1.51	5.0	1.52	5.0	1.51	7.9	0.96
Total asset turnover	0.6	0.9	0.70	0.9	0.72	0.7	0.83	0.7	0.92
Average age of plant: years	11.9	9.5	1.25	9.5	1.26	9.1	1.31	9.8	1.22
Increase (decrease) total net patient rev	. %	. %	.	. %	.	. %	.	19.6%	.
Output gross rev (% of total gross pt. rev)	68.4%	44.1%	1.55	40.4%	1.69	61.8%	1.11	64.1%	1.07
Net Revenue Statistics									
Inpatient net revenue per discharge	\$4,286	\$7,870	0.54	\$6,921	0.62	\$4,633	0.93	\$4,051	1.06
Inpatient net revenue per day	\$1,593	\$1,834	0.87	\$1,817	0.88	\$1,631	0.98	\$1,512	1.05
Outpatient net rev per visit	\$230	\$343	0.67	\$380	0.60	\$306	0.75	\$214	1.07